Project Quality Management Process
For [Project Name]

1   Introduction

The Project Quality Management Process is followed during the Execution phase of the Project Management Life Cycle as each deliverable is completed, prior to customer sign-off.

What is a Quality Management Process?

A Quality Management Process is a method by which the quality of deliverables and processes is assured and controlled during the project. This process entails completing a variety of review techniques and implementing a set of corrective actions to address any deficiencies and raise the quality levels within the project.

The Quality Management Process involves:

- Listing the quality targets to achieve (from the Quality Review Form)
- Identifying the types of quality measurement techniques to be undertaken
- Measuring deliverable and process quality (via Quality Assurance and Quality Control)
- Taking action to enhance the level of deliverable and process quality
- Reporting the level of quality attained to project management

When to use a Quality Management Process

Although Quality Assurance methods may be initiated prior to the Execution phase, Quality Control techniques are implemented during the actual construction of each physical deliverable. Without a formal Quality Management Process in place, the basic premise of delivering the project to meet 'time, cost and quality' targets may be compromised.

The Quality Management Process is terminated only when all of the deliverables and management processes have been completed and approved prior to project closure.

1.1   Instructions

Not all sections in this document will apply due to the uniqueness of each project.If a particular section is not applicable; enter NA (Not Applicable) to indicate that you have at least considered this section.

Under Contact Information, the Sponsor, Authorized By, and Contact can be the same or different individuals.

All tables and boxes are expandable. Add rows when it is necessary to include additional information.

Definitions of project management and technology terms are presented in the On-line Project Management Glossary (www.technology.wv.gov**).**

1.2   Contact Information

Date Submitted: Click here to enter a date.   Prepared By: Click here to enter text.

Sponsor: Click here to enter text.   Sponsoring Entity: Click here to enter text.

Authorized By**:   Click here to enter text.   Contact: Click here to enter text.

Contact Phone No.:   Click here to enter text.   Contact Email: Click here to enter text.

PAS number: Click here to enter text.

1.3   Document Information

Document History

Version	Issue Date	Changes
[1.0]	[Date]	[Section, Page(s) and Text Revised]

1.4   Submit Questions and Acceptance documents to:

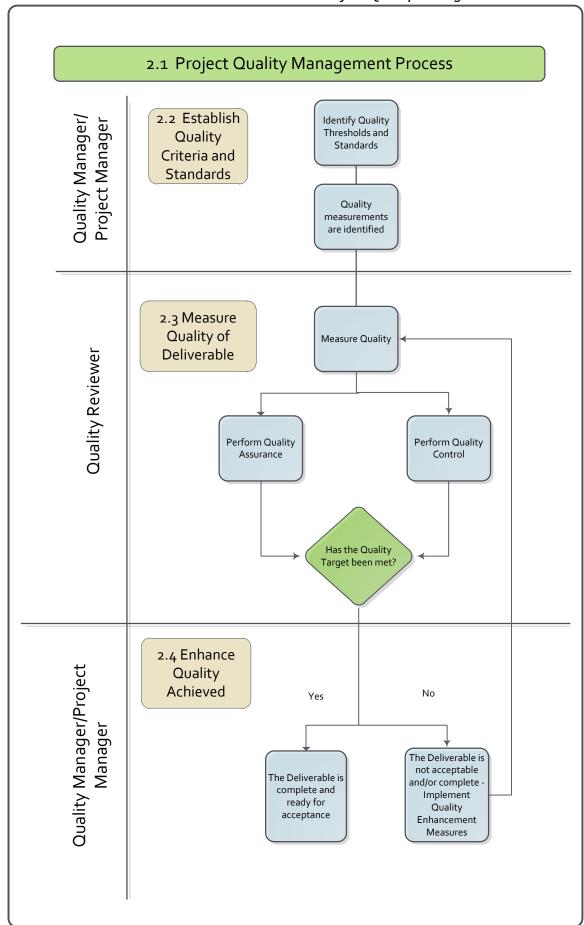**wvot.epmo@wv.gov**

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2.1 Overview

The Quality Management Process is undertaken to ensure that the Quality Targets identified within the Quality Review Form are achieved by applying clearly defined Quality Assurance and Quality Control techniques. Quality Management will be introduced to this project through the implementation of three key processes; Establish Quality Criteria and Standards, Measure Quality of Deliverable, and Enhance Quality Achieved.

The following diagram describes the roles and process to be followed to assure and control the quality of deliverables and processes within the project.

2.1 Project Quality Management Process

Quality Manager/ Project Manager

2.2 Establish Quality Criteria and Standards

Identify Quality Thresholds and Standards

Quality measurements are identified

Quality Reviewer

2.3 Measure Quality of Deliverable

Measure Quality

Perform Quality Assurance

Perform Quality Control

Has the Quality Target been met?

Quality Manager/Project Manager

2.4 Enhance Quality Achieved

Yes

No

The Deliverable is complete and ready for acceptance

The Deliverable is not acceptable and/or complete - Implement Quality Enhancement Measures

2.2   Establish Quality Criteria and Standards

To ensure quality deliverables and successful project outcomes, it is necessary to clearly define and communicate the quality targets (objectives) and methods (approaches) to the project team.

2.2.1   Identify Quality Targets

Quality targets will vary by an organization's mission and strategy. Quality targets should be measureable, meet product requirements, and agreed upon by the customer. The following is a sample from the Quality Review Form, which will illustrate the need to specify quality objectives clearly and concisely:

Quality Target			
Project Requirement	**Project Deliverable**	**Quality Criteria**	**Quality Standards**
Example: New financial management solution with accounts receivable and payables processes	*Example: Implementation of Oracle Financials General Ledger (GL), Accounts Payable (AP) and Accounts Receivable (AR) system modules*	*System functionality GL tested/installed AP tested/installed AR tested/installed*	*System functionality*
			GL operational, no errors
			AP operational, no errors
			AR operational, no errors

2.2.2   Identify How to Measure & Assure Quality

Since an organization's mission and objectives may be too abstract, it is necessary to develop a set of tools to translate into these higher level concepts into something measureable and well defined.

Specific measurement criteria will need to be outlined as indicators of success or failure of a project deliverable or process. Quantitative data such as error rates, revenues, and key performance indicators are examples of metrics that will control the quality of deliverables and processes within a project. These criteria will need to be captured on the Quality Review form.

2.3 Measure Quality of Deliverable

This activity refers to the process of performing quality assurance and quality control activities to assess the actual level of quality of each deliverable and process undertaken within the project.

2.3.1 Perform Quality Assurance

Quality Assurance is defined as "the <u>preventative</u> steps taken to increase the likelihood of delivering a deliverable and achieving the quality targets set". Quality Assurance techniques are often undertaken at a summarized level of the project by an external project resource. Quality assurance activities can be performed by internal project resources or external third parties. Examples include:

- Process checklists and project audits
- Referencing historical data to understand areas where quality issues are likely to occur
- Reiterating the quality standards to be met to clarify the level of quality required
- Recruiting skilled staff to produce the deliverables and undertake the processes
- Undertaking Quality Reviews to provide confidence that the project is on-track
- Performing formal Change Control to minimize the likely number of quality issues

2.3.2 Undertake Quality Control

Quality Control is defined as "the <u>curative</u> steps taken to identify the quality of the actual deliverable delivered and eliminate any variances from the quality targets set". To simplify, quality control is used to verify that the deliverables are of acceptable quality and that they are complete and correct. Quality Control techniques are often undertaken at a detailed level of the project by an internal project resource. Examples include:

- Peer Reviews
- Deliverable Reviews
- Documentation Reviews
- Stage-Gate Reviews
- Process Reviews

2.4 Enhance Quality Achieved

After the actual level of quality has been established (through Quality Assurance and Control), the deliverables produced should be should be compared to the quality standards that have been established and quality improvement actions should be implemented as necessary. The level of quality achieved and the preventative or corrective actions undertaken should be communicated to the Project Manager for consideration and the project plan adjusted accordingly if applicable.

Quality Achieved				
Quality Level			**Quality Deviation**	**Improvement Recommendation**
L	M	H		
x			*Critical errors experienced during install*	*Reinstall GL system to remove critical errors*
	x		*Implementation is only partially complete*	*Complete system implementation*
		x	*No deviation from quality standard*	*No further action required*

2.4.1   Undertake Quality Improvement Actions

The results from Quality Assurance and Control activities should be assessed to determine the actual quality achieved. If the quality achieved does not meet the established quality standards, then quality improvement actions should be implemented. This process should continue until the quality of the deliverables and processes meet the quality standards initially defined.

2.4.2   Report Level of Quality Achieved

Regardless of the quality outcome, it will be necessary to report the level of quality attained to the Project Manager for consideration. The Project Manager will need to understand the current level of quality of each deliverable and process and record the Quality Improvement Actions within the project plan.

3   Quality Management Roles

The following resources are typically involved with quality management on a project:

3.1   Quality Manager

Quality Managers ensure that the project produces a set of deliverables which attain a specified level of quality as agreed upon with the customer. A Project Manager can perform these activities in lieu of a Quality Manager, depending on the size and scope of the project.

The Quality Manager is formally responsible for:

- Ensuring that Quality Targets are defined for each deliverable
- Implementing Quality Assurance techniques to assure the quality of the deliverables <u>to be</u> produced by the project
- Implementing Quality Control techniques to control the quality of the deliverables <u>actually</u> produced by the project
- Identifying quality deviations and improvement actions for implementation
- Recording the level of quality achieved within the Deliverables Register
- Reporting the quality status to the Project Manager.

3.2   Quality Reviewer

The Quality Reviewer identifies the actual level of quality associated with the deliverables produced and notifies the Quality Manager of any variations from the quality targets set. A Quality Reviewer may be internal to the project (implementing Quality Control) or external to the project (implementing Quality Assurance). A Project Manager can perform these activities in lieu of a Quality Manager, depending on the size and scope of the project.

The Quality Reviewer is responsible for:

- Reviewing the quality of deliverables produced and management processes undertaken
- Reporting to the Quality Manager (or Project Manager) the level of quality attained
- Escalating any quality issues identified between regular reporting periods for immediate action by the Quality Manager (or Project Manager)

4   Quality Management Documents

This section lists any other documentation used to assure and control the quality of deliverables and management processes within the project.

4.1   Quality Review Form

The Project Quality Review Form is used to conduct a formal Quality Review of the deliverables and processes within the project. This form is used to assess the level of quality of the management processes being undertaken to deliver the required deliverables. Process Reviews should be undertaken on a regular basis (e.g. weekly, monthly) in a standard, repeatable fashion. The procedures within each management process should be reviewed and the impact of any deviation from the required procedures should be noted and acted on immediately.

4.2   Project Closure Report

The Project Closure report formalizes the closure of the project. It provides confirmation that the quality criteria for the project deliverables have been met and requests approval from the Project Sponsor to formally close the project.